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11 April 1960

MEMORANDUM FOR : Deputy Director of Training

THROUGH : Registrar/TR *W.L.*

SUBJECT : Areas of Duplication in Training Programs  
conducted by CIA/OTR and Other Government Agencies

1. Sources:

a. PL 81-110 "Central Intelligence Agency Act of 1949"

b. PL 85-507 "Government Employees Training Act"

c. OTR Publications, including:

- (i) "Catalog of Courses" (in draft)
- (ii) "Schedule of Courses 1960"
- (iii) "Bulletin", Special Bulletin

d. State/FSI: "Quarterly Projection of Courses" Jan-Feb-Mar 1960

e. The Army School Catalog, 1957

f. Interagency Training Catalog, Spring 1960

2. General:

Training programs conducted by CIA/OTR which may be duplicated by the training efforts of other government agencies ("departments," in the language of Source b) are in the following list.

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NO CHANGE in Class.

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<u>Program</u>	<u>Other Government Agency</u>
(i) Language and Area	State/FSI: Army, Navy Language Schools: MAI (partial)
(ii) Anti-Communism	State/FSI
(iii) [REDACTED]	
(iv) CE/CI Training	Army Intelligence Training Center (partially)
(v) Management	Several; particularly Department of Defense, Civil Service Commission, State Department

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3. It should be noted that the list of sources cited in paragraph 1 is an incomplete one, being limited to publications immediately available in the files of RS/TR.

4. It is observed that Clerical Training (for Entrants on Duty), presently conducted by CIA/OTR for good and sufficient reasons, has no counterpart as announced in available training publications of other government departments. It is believed that, generally speaking, other government agencies rely on certification of clerical ability in entrants by the Civil Service Commission. There may be a consequent absence of justification for the expenditure of public funds on such initial clerical training.

5. Specific Examples of Duplication:

a. Language and Area Training

Bulgarian (FSI, 10 months) (OTR/LAS: 30 wks., Pt. Time)  
French (FSI, 16 wks - 480 hrs) (OTR/LAS: 22 wks, 800 hrs)  
German (FSI, 16 wks - 480 hrs) (OTR/LAS: 22 wks, 800 hrs)  
Spanish (FSI, 16 wks - 480 hrs) (OTR/LAS: 22 wks, 800 hrs)  
Italian (FSI, 16 wks - 480 hrs) (OTR/LAS: 10 wks, 400 hrs)

Area Specialization: FSI, 9 months      OTR, no counterpart

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b. Anti-Communism

FSI: A-400 "Communist Strategy: Its Basis in Theory and Practice" (80 hours, FT) (with very appreciable assistance from CIA/OTR)

OTR/SIC: "Anti-Communist Ops" (80 hours, PT)  
"Communist Party Organization and Operations"  
(80 hours)  
Phase II of IOC: "Introduction to Communism"  
(80 hours)  
"USSR - Basic Country Survey" (60 hours, PT)



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d. CE/CI Training

It is believed, without documentary substantiation, that at least portions of CIA/OTR courses in Counterintelligence Operations (120 hours) and Counterintelligence Familiarization (40 hours) are duplicated at the Army Intelligence Training Center, Fort Holabird, Maryland.

e. Management

CIA/OTR offers Supervision (40 hours), training for the lower echelon executive, which has its counterpart in the Air Force "Management Course for AF Supervisors" (50 hours), offered on demand in the Pentagon.

The Management course (40 hours) offered by OTR finds analogous offerings in other departments, such as:

- (i) Department of Agriculture: "Personnel Management for Federal Executives" (8 days), limited to high-level persons. (Note: CIA participates)

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- (ii) Department of Agriculture: "Personnel Management" (40 hours), for middle-level (GS-13's and 14's) personnel.
- (iii) Department of State: "Advanced Executive Studies" (40 hours) for higher level (GS-14's and upward).

Various "institutes" and "conferences" on Management conducted by Veterans' Administration, Civil Service Commission, etc. The question arises as to whether such "talking affairs" can properly be considered genuine training.

6. Discussion:

a. In the foregoing it must be patent that a complete similarity as between similarly-named courses occurs only rarely: matching training courses offered in various departments becomes an impractical exercise. Particular attention is invited to the disparities in scope and comprehensiveness found especially in similarly named language training courses. One might reflect on the relative value of 800 hours of training in Basic French offered by OTR/LAS as against 480 hours in Basic French offered by State/FSI. The quality of instruction is scarcely measurable by objective criteria; subjectively, this reporter can only pass on the consensus of various CIA representatives in FSI, Department of Defense schools, and other non-CIA facilities that the general level of CIA/OTR instruction/training finds few equals.

Another important consideration is that much of the CIA training effort is conducted on a "need-to-know" basis. "Need-to-know" is a concept very often urged on CIA by Department of Defense representatives (including this reporter) as the basis for declining to accept CIA participation in certain sensitive training courses. It is submitted that "need-to-know" must necessarily work both ways; historically, much of the [redacted] training effort was grounded on requirements levied initially by the armed forces on CIA. With respect to at least some of the CIA [redacted] training offerings, e.g., [redacted] the question of relative quality of instruction becomes significant.

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b. Even a cursory reading of the Government Employees Training Act affords justification for the CIA/OTR training effort, as presently conducted. Reference is had particularly to Section 2 of the Act, "It is hereby declared to be the policy of the Congress

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"(3) that such (training) programs shall be designed to lead to (A) improved public service, (B) dollar savings, (C) (Note: particular attention is invited to this wording) the building and retention of a permanent cadre of skilled and efficient Government employees, well abreast of scientific, professional, technical, and management developments both in and out of Government, (D) lower turn-over of personnel (E) reasonably uniform administration of training, consistent with the missions of the Government departments  
..."

7. Recommendations:

In consideration of the foregoing rapid survey, it is recommended that:

- a. Clerical training for entrants be closely scrutinized to determine its significance and justification therefor.
- b. Respecting Language Training in the common tongues, working conferences of responsible representatives of CIA/OTR and of State/FSI be held with the aim of establishing mutually useful similar courses.
- c. Respecting Anti-Communism Training, consideration be given by responsible authority to admission of properly accredited FS officers to CIA/OTR courses.
- d. The CIA/OTR training offerings in [REDACTED] CE/CI Training be left substantially unrevealed, subject only to such internal improvement as continued effort may bring about. 25X1A
- e. CIA/OTR training effort in Management, dependent upon utilization of both internal and external facilities, remain without great modification, as being sufficiently efficient and justifiable.

[REDACTED]  
Deputy Registrar/TR 25X1A